

**UNIVERSITY OF KING'S COLLEGE**

**MINUTES OF THE BOARD OF GOVERNORS**

The University of King's College Board of Governors met in the Boardroom of the University on Thursday, September 27, 2018, at 12:30 P.M.

PRESENT: Ms. Adriane ABBOTT (Advancement Director), Ms. Rosalie COURAGE, The Most Rev. Ronald CUTLER, Dr. Gwendolyn DAVIES, Dr. Sue Dodd (Faculty Representative), Mr. Tom EISENHAUER, Dr. Chris ELSON (Faculty Representative), Dr. Dorota GLOWACKA (Faculty Representative), Ms. Jennifer GRAY (Secretary), Ms. Julie GREEN (Registrar), Professor William LAHEY (President), Dr. Laurelle LeVERT, Professor Sue NEWHOOK (Faculty Representative), Professor Peter O'BRIEN (Vice-President), Mr. Chris PEARSE (King's Students' Union Representative), Mr. Douglas RUCK (Chair), Ms. Bonnie SANDS (Bursar), Ms. Julia-Simone RUTGERS (King's Students' Union Representative), Mr. Hugh WRIGHT (Vice-Chair), Ms. Lianne XIAO (KSU President)

Attending by teleconference: Ms. Katrina BEACH (Treasurer), Lindsay CAMERON WILSON, Mr. Ben KATES (Alumni Association Representative), Ms. Jennifer LAURETTE (Alumni Association President), Ms. Alex McCANN

REGRETS: Mr. Bernard DOUCET, The Rt. Rev. David EDWARDS, Supt. Don MacLEAN, Ms. Catherine MARTIN, Ms. Stephanie McGRATH, Mr. Paul THOMSON

STAFF: Ms. Janet HATHAWAY (minutes)

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The Chair called the meeting to order at 12:35 p.m.

**(2018:26) PRAYER**

Rev. Cutler read the College Prayer.

**(2018:27) NECROLOGY**

The Secretary read the Necrology. A moment of silence was observed.

**(2018:28) CHAIR'S REPORT**

The Chair said he put his report at the start of the meeting because it was his inaugural meeting, as it is for Ms. Rosalie Courage, Dr. Chris Elson, Alumni Representative Ben Kates, and Professor Sue Newhook.

The Chair introduced himself and provided information about his background to allow Board members an opportunity to understand what influences him.

The Chair noted that for a Board of Governors to function properly takes many different people. It is important to have basic rules. One is respect. It is also important to be able to express oneself openly within certain constraints. All governing bodies must be aware of the rules of good governance, given that the University has shared governance among academics and the administrative side -- shared governance

requires open communication. Board meetings need to be a safe space in which you can say what you wish to say, knowing it will be respected, heard and appreciated.

The Chair noted that the President made it quite clear that there will be challenges when he assumed this position. The Chair expressed his wish to confront those challenges with unity.

The Board members applauded the Chair.

**(2018:29)      CONSENT AGENDA**

A Consent Agenda addressing the following matters was circulated:

- a) Approval of Minutes
- b) Alumni Report
- c) Advancement Office Goals
- d) Advancement Committee Report
- e) Facilities Management Update
- f) Conference Services Update
- g) Approval of meeting dates for 2019

The Secretary noted one small items requiring correction in the minutes: Janet Hathaway's one-year terms as Academic Integrity Officer and as Copyright Officer needed to be amended to show end dates of June 30, 2019.

**MOTION:** (LeVert/O'Brien) that the Consent Agenda be approved. **CARRIED.**

**(2018:30)      BUSINESS ITEMS**

**a)      2018-2019 OPERATIONAL PLAN FOR RECRUITMENT**

The Registrar presented a high level review of the comprehensive recruitment plan her office has been working on.

In term of process, the Registrar indicated that they initially reviewed their findings from the 2017-2018 year and learned a number of key lessons:

- King's has to recapture the Ontario market; not getting to 220 this year can be attributed to not hitting key numbers in Ontario.
- King's needs to enhance its digital and print communication.
- The University is continuing to expand collaboration with Dalhousie.
- The Registrar's Office has stabilized staffing. Previous turnover impeded the office's ability to develop long-term relationships with the market. Approval of multi-year funding has been critical to that.
- The Registrar's Office has consulted with the Enrolment Management Committee and Faculty, they have worked with the Dalhousie Registrar's office, and administrators provide ongoing input.

In terms of planning, the Registrar highlighted the following:

- Staffing: King's now has in place three-year positions so recruiters can build relationships.
- The University is targeting specific geographic regions.

- King's is working on its diversity strategy.
- The Registrar's Office is evolving coordination with the Advancement Office.
- Conversion efforts are ongoing.
- There is recruitment happening in schools, in-class lectures, and King's representatives at fairs.
- The University is working on its online presence – search engine optimization, event promotion, and social media presence.
- King's has scholarships specifically for athletes; the University has a particular plan with the Choir and can use the network the Choir has to build communications. The Journalism Director now comes on lecture tours across the country.
- Ninety-five per cent of entering students receive financial support: general entrance scholarships/awards, major entrance scholarships and awards
- In respect of community effort: the interaction of faculty with students is crucial. King's community and Alumni network is critical when people can spread the word about their experience at King's and counteract the myth of the dangers of doing humanities for a career opportunities.
- Advancement has been increasing the number of photographs of people on the website – everyone has the ability through formal and informal networks to spread messages about the institution.

Concerning Communications, the Registrar noted the following:

- The University has expanded what it is doing via social media in coordination with Advancement.
- In terms of events: there will be a fall open house and a lecture tour. An "Armbrae Dialogue" event will take place with Duncan McCue. The Registrar's Office have a full suite of materials ready to go in advance of the recruitment season.

The Registrar referred the evaluation framework in the meeting materials and noted that the office can now set distinct goals throughout the year and analyze outcomes. Good data will inform actions.

The Registrar noted that Board members could assist with recruitment efforts. Any opportunity Board members have to refer to the value of the experience at King's is of great value to the University. Following and commenting with King's content online is valuable for because the more activity around an account, the higher the search result may be. The Registrar noted that the Board can play a critical role in that regard.

Board discussion ensued on the following topics:

- Board members asked several questions of the Registrar concerning the number of first year students who have self-identified as having a learning disability and/or in counselling, and associated supports for those students. The President noted that was a significant improvement in services at Dalhousie in the past year. There is a peer support program at King's. Fred and Elizabeth Fountain have donated money to ensure the continuing availability of mental health support. However, more can always be done in that regard.
- Concerns were expressed as about the amount of tracking envisioned by the evaluation matrix and whether there are sufficient resources to do so.
- Board members noted that in respect of the survey responses the overwhelming satisfaction of students with the teaching and professors at King's was laudable.
- Questions were asked about the study abroad opportunities for students and whether they were sufficient. The President noted that in recent years, King's has developed two successful Study Abroad programs, one in Florence and one in Berlin. He noted that students appreciated them and King's could do a better job in helping students find those opportunities.

- Concerns were raised about the high cost of the journalism program for students. The Registrar noted that while FYP journalism was down, but on the road more recently, there has been more interest and more requests for speaking engagements for Journalism faculty members.
- Board members asked about whether there was a diversity strategy for Journalism. The Registrar indicated increased diversity in the prospective student population applying for both Science and Journalism. She noted that messaging seems to be landing well in those areas.

**b) ON-GOING DISCUSSIONS RELEVANT TO COLLEGE'S FINANCIAL SITUATION**

The President provided a verbal report about ongoing discussions and took questions from members of the Board.

**i) King's/Dalhousie financial Transfer Agreement**

The President spoke about ongoing discussions with Dalhousie University and then answered questions.

**ii) Provincial Funding**

The President reported that CONSUP is discussing with the Province a new multi-year Memorandum of Understanding with all presidents. There is also a second level of King's-specific conversations going on. All universities have a united position that is built on a strong analysis of the difficulties and vulnerabilities of the higher level educational system in the province. There is an emphasis on the diversity of the system and that message resonates with the Premier and Department of Labour and Advanced Education. The President said there could be funding provided for specific objectives. In respect of King's specific conversations, the President reported that many people connected to King's have been talking to the Provincial government on behalf of King's. Both sets of these conversations are encouraging.

The universities are developing a common position for their negotiations with the Province. The President indicated that he was confident that the interests of small universities were being attended to in that conversation. The Bursar has been heavily involved in that process.

Research into the history of slavery at King's, collaborations with the community at large - those are appreciated by the Provincial government.

In response to questions from Board members, the President indicated that the university presidents are still in the process of deciding what kind of proposal they will put in front of the government in respect of the new MOU. The process is being done collaboratively between university presidents and the Department of Labour and Advanced Education.

The President noted that his first priority is the survival of King's. His second focus is on the academic mission of King's, and the interests of students is in the forefront of that. There are ways in addition to the operating grant that the Province can enrich students' experience. There are ways to advance those operational priorities: mental health, making higher education more accessible to indigenous people and people with disabilities.

Concerns were expressed by Board members as to the input of students into the MOU process. The President invited student feedback. He also noted that at present, the best opportunity for King's is having all the universities pushing together.

Board members noted that there had been several committees struck by the Board that looked at the issue of what our revenue opportunities are and how King's could grow revenue.

At 2:20 p.m., Dr. Glowacka left the meeting.

### **iii) Process for preparing cost reduction options**

The President noted that his report described a process through which the University will start conversations about expenditure reductions in the near future. Enrolment has not recovered; however, no one thought that enrolment increases by themselves would alleviate the problems the University has suffered. The deficit is getting larger rather than improving. The Board approved in 2016 a three- to six-year window to achieve a sustainable basis, so serious talk about reduction is required to achieve that.

The plan will need to be developed in a manner which results in outcomes that are as consistent as possible with the strength of the academic mission.

At 2:25 p.m., Rev. Cutler left the meeting.

### **c) FRAMEWORK FOR IMPLEMENTING BOARD RESOLUTION ON THREE-YEAR PLAN FOR STRATEGIC INVESTMENT OF RESERVE FUNDS**

The President discussed the processes to be used spend out of the Reserve Funds. He referred to an attachment to his report that was shared with Faculty at their September 18 meeting. The President noted that the resolution from the June meeting identified sums of money that could be spent in each of the next three years on scholarships, awards and bursaries, student employment, and recruiting. It also authorized the expenditure of up to \$500,000 over three years on academic enrichment, staff development, student employment, support for Humanities for Young People, Public Humanities, and high school student programs. The resolution had two conditions: that an expenditure reduction plan be presented to the Board at its December meeting, and that consultation take place in the University in accordance with the College's processes of governance and administration.

The President noted that the document sets forth more detail on the implementation of the resolution. For example, it spells out what committees would be responsible for the expenditure of money. The Scholarships and Bursaries Committee and Enrolment Committee provide logical consultation points. Anything of an academic nature would be discussed at the Planning and Priorities Committee.

**MOTION:** (Lahey/Eisenhauer) that the Board approve the framework for implementing the Board resolution on the three-year plan for strategic investment of reserve funds. **CARRIED.**

### **(2018:31) PRESIDENT'S REPORT**

The President reviewed highlights from his written report:

- The President finished his work on forestry for the Province of Nova Scotia. He indicated it was a good thing for the University in that he was in the media weekly over the last year and was consistently referred to as the President of the University of King's College.
- Over the last number of years under the MOU, the Province has created a number of education working tables in which people from government and higher education work participate on an issue. There has been one for recruitment and another for research. On the suggestion of the President and Diana Taylor-Gearing of NSCAD, the Province has just created the Cultural Innovation

Working Group with Humanities, Fine Arts and Journalism. The idea of the working group is that the Province identifies there is a cultural sector in Nova Scotia and should be working to develop the synergy between arts and culture and the university sector. What comes out of this will be a provincial plan for recruiting more students to Nova Scotia and keeping more students in Nova Scotia to study in these fields. This will be more beneficial to the small universities that do not have finances for major advertising. The work of these innovation tables is funded by the Province. Board members congratulated the President for his efforts in this regard and asked about the outcomes of this effort. The President indicated the working group product would likely be a report that something be done.

From 2:35 p.m. to 2:50 p.m., there was a break.

**(2018:32)      KING'S STUDENTS' UNION REPORT**

The King's Students' Union President tabled her report. The theme of Orientation Week was “Anchors Away”, a sea-themed week of education and fun that included a blanket exercise led by Elder Geri, and Queeraoke hosted by the King's Pride Society.

In July, KSU partnered with other student unions to put on alternative Pride events. In August, KSU hosted a barbecue to welcome the Master of Fine Arts in Creative Nonfiction students to campus. In early September, KSU led students in sign-making and a rally in support of striking prisoners at Burnside. KSU also wrote and delivered a letter to the Minister of Labour and Advanced Education demanding just and equitable conditions for striking prisoners.

On September 17, nominations opened for KSU councillor elections. The KSU is hosting election workshops to support students interested in running, one targeted towards non-dudes on how to navigate student union spaces, and the other on the supports and services of the union.

**(2018:33)      VICE-PRESIDENT'S REPORT**

The Vice-President noted that the focus of his written report was the Sexualized Violence Policy. A draft of the Policy has been put forward and he expected a legal review of that draft. There is a plan for a consultation process with the King's community in October, with town halls scheduled for Oct. 16 and 17, as well as other aspects of the consultation that were used last year. A draft of the Policy will be circulated for comment. The hope is it will be ready for presentation at the December meeting of the Board for ratification. The Sexualized Violence Prevention and Response Officer and the scope of that position remains to be determined.

The Vice-President also noted that the Diversity Discussion Group that was new last spring and met a couple of times through the summer. Most members took a workshop the KSU President helped organize through the Canadian Federation of Students. It was agreed that the group would continue to meet through the fall to discuss issues of diversity on campus.

Board members asked about the status of the investigator appointment under the Sexualized Violence Policy. The Vice-President indicated that the Committee is tending towards the view that the best answer might be a recognized pool of investigators that could be shared among the universities in the province, along with assistance from the Province.

**(2018:34)      BURSAR'S REPORT**

**a)      2018-2019 FINANCIAL UPDATE (FIRST QUARTER REPORT)**

The Bursar noted that when the Board approved the 2018-2019 budget in June, it had a deficit of \$2.3 million. However, she was pleased to report that deficit has been reduced in the first quarter by \$374,000 due to higher enrolment and higher residency. She reported that headcount was up by 37. This improvement will be reflected in the second quarter forecast and could potentially improve the deficit by another \$200,000 - \$300,000. At this time, total headcount is 84 above the budgeted headcount.

**(2018:35)      REGISTRAR'S REPORT**

The Registrar reported King's first year retention rate has increased by 10%, a remarkable improvement attributable to the support available through the University and by working with Dalhousie and creating realistic expectations about doing a whole degree at King's and Dalhousie. She reported that there was a 3% increase in the FYP class this year – it was 4% last year. Overall enrolment has increased by 2%. Recruitment efforts for the year have kicked off. Everyone is on the road this week and two will be on the road next week. The President and Vice-President have made significant efforts. T

The Registrar's Office is busy with supporting current students. The office be starting to look at the Academic Calendar soon. Matriculation also took place. King's is live-streaming and podcasting more events this year. King's live-streamed Matriculation, which the Registrar reported was hugely successful.

**(2018:36)      GOVERNANCE, HUMAN RESOURCES AND NOMINATING COMMITTEE REPORT**

The Secretary, as Chair of the Governance, Human Resources and Nominating Committee, presented that Committee's report. She said there was a vacancy on the Board after Andrew Black's departure, and a number of terms will be ending in 2019, so there will be a robust effort over the next months to find candidates for those vacancies. Alex McCann wishes to step down as chair of the Campus Planning Committee.

The Secretary said she is planning education sessions for the Board aligned with what came out of the survey last spring.

**(2018:37)      PRESIDENT'S PERSONNEL RECOMMENDATIONS**

The President put forward his personnel recommendations.

**MOTION:** (Lahey/Wright) that the Board approve the foregoing appointments and reappointments:

- Dr. Randall Brooks reappointed Associate Fellow in the History of Science and Technology Program for a one-year term, July 1, 2018-June 30, 2019.
- Dr. Mark Burke appointed to teach one-half credit, HSTC3415.03 Brewing Civilization: The History, Culture and Science of Beer in the History of Science and Technology Program for the fall term, 2018-2019.
- Dr. Eve Roberts reappointed Associate Fellow in the History of Science and Technology Program for a one-year term, July 1, 2018-June 30, 2019.
- Dr. Larry Stewart reappointed Associate Fellow in the History of Science and Technology Program for a one-year term, July 1, 2018-June 30, 2019.
- Ms. Katherine Marie Chamandy has been appointed don for the academic year 2018-2019.

**CARRIED.**

**(2018:38)      OTHER BUSINESS**

There was no further business.

**(2018:39)      IN CAMERA DISCUSSION**

**MOTION:**      (Gray/Lahey) that the Board of Governors enter an *in camera* discussion. **CARRIED.**

The meeting moved to an in camera discussion at 3:06 p.m.

**MOTION:**      (Gray/Ruck) that the Board of Governors move out of the in camera discussion.  
**CARRIED.**

The meeting of the Board of Governors as adjourned at 3:24 p.m.

Respectfully submitted,

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Douglas Ruck

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Jennifer Gray